



April 10, 2019

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CITY MEMBER

VICE CHAIR  
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COUNTY MEMBER

STAFF

CAROLYN EMERY  
Executive Officer

**TO:** Local Agency Formation Commission  
**FROM:** Executive Officer  
**SUBJECT:** 2019 Strategic Plan

**BACKGROUND**

On March 13, the Commission held its 23<sup>rd</sup> Strategic Planning Workshop that was facilitated by Bill Chiat of Alta Mesa Group. The Commission discussed its purpose and long-term opportunities for the agency. The Commission also identified key strategies and priorities to align with OC LAFCO's purpose.

The Commission strategies and priorities identified during the workshop are outlined in the attached 2019 Strategic Plan (Attachment A). The Plan is ordered by each strategy and the relative priorities identified by the Commission. As noted in the Plan, the priorities are not arranged in order of importance, except for Strategic Area One, the legislative processing of applications.

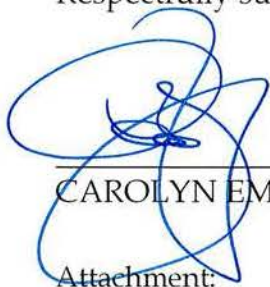
**DISCUSSION**

The Plan is attached for further discussion and final review by the Commission. Once adopted, the Plan will serve as the foundation for conducting and completing OC LAFCO's activities and projects over the next 18 months. In accordance with Commission policy, annual work plans are adopted and include specific projects and identified timeframes for established priorities. Upon approval of the 2019 Strategic Plan, it is recommended that the Commission direct staff to present the 2019-2020 Work Plan for consideration at the May 8, 2019 regular meeting.

**RECOMMENDATION**

1. Discuss and adopt the 2019 Strategic Plan.
2. Direct staff to present the 2019-2020 Work Plan for consideration at the May 8 regular meeting.

Respectfully submitted,



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CAROLYN EMERY

Attachment:

- A. 2019 Strategic Plan



# 2019 STRATEGIC PLAN

**REGULAR MEMBERS**

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**ALTERNATES**

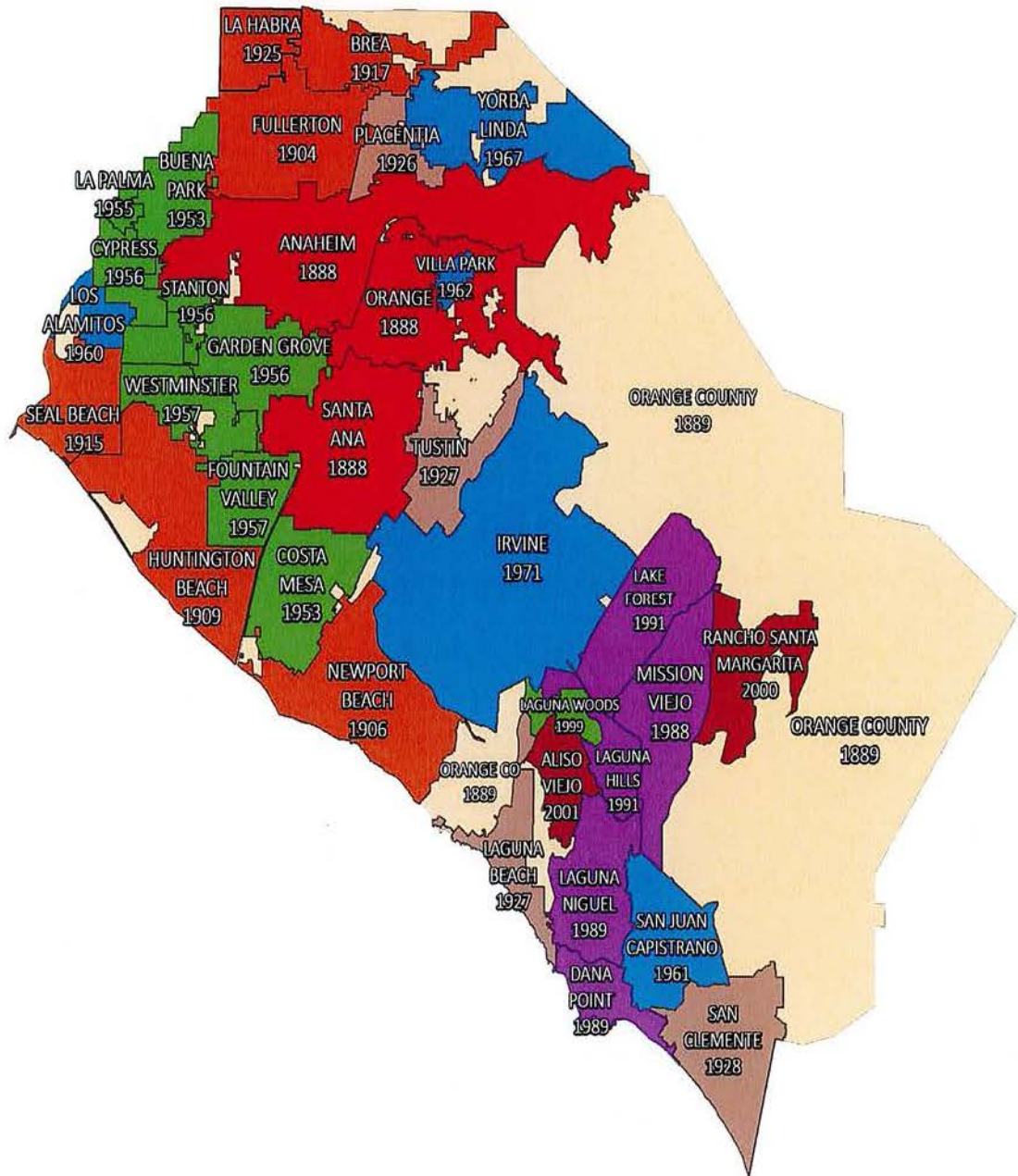
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 Public Member

**MICHELLE STEEL**  
 County Member

**STAFF**  
**CAROLYN EMERY**  
 Executive Officer



**OC LAFCO Mission**

*“LAFCO serves the citizens of Orange County by facilitating constructive changes in governmental structure and boundaries through special studies, programs, and actions that resolve intergovernmental issues, by fostering orderly development and governance, and by promoting the efficient delivery of services. LAFCO also serves as a resource for local governments and citizens by providing a structure for sharing information among stakeholders in Orange County.”*

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## **2019-2020 Commission Strategies and Priorities<sup>1</sup>**

*Vital strategic focus areas and OC LAFCO priorities for July 2019  
through December 2020.*

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### **Strategic Area One**

Prioritize and process applications for changes of organization and reorganization, sphere of influence reviews, updates and municipal service reviews.

#### **Priority:**

1. Process applications filed with the Commission for a change of organization or reorganization, SOI review or update, or preparation of an MSR. The processing of these applications takes precedence over non-application projects.

### **Strategic Area Two**

Complete fourth cycle of Sphere of Influence (SOI) Reviews and Updates and prepare Municipal Service Reviews (MSRs) that serve as repositories of information for affected agencies and communities.

#### **Priorities:**

1. Prepare agency SOIs and MSRs for the six MSR regions (Southeast, Southwest, Central, West, North and Coastal) and Orange County's eight regional service providers (County Service Areas, 13, 22, and 26, Municipal Water District of Orange County, Orange County Cemetery District, Orange County Sanitation District, Orange County Mosquito and Vector Control District, and Orange County Water District) by Year 2022.
2. Identify shared services opportunities in MSRs and assist local agencies on these efforts through discussions with executive staff members.
3. Identify and highlight opportunities in MSRs that support the efficiency and sustainability of affected agencies.

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<sup>1</sup> With the exception of **Strategic Area One**, the Commission's strategic areas and priorities are not arranged in order of importance or priority. Anticipated dates of completion for related projects are outlined in the Commission's FY 2019-2020 Work Plan.

**2019 OC LAFCO Strategic Plan**

As adopted by the Commission on \_\_\_\_\_, 2019

4. Publish successful efforts of shared services agreements and partnerships as a resource to local agencies.
5. Provide interim reports to the Commission for discussion of MSRs that may involve significant issues.
6. Develop criteria for analyzing services and preparing an MSR through a streamlined process.

**Strategic Area Three**

Provide leadership on effort to transition unincorporated areas of high interest for the County and adjacent cities through the OC LAFCO Unincorporated Areas Program.

**Priority:**

1. Identify unincorporated areas of high interest for annexation through collaboration and discussions with the County and cities containing unincorporated areas within their respective spheres.

**Strategic Area Four**

Engage the South Orange County Unincorporated Communities (SOCUC) to assist with pathway to future governance.

**Priority:**

1. Conduct focused effort involving SOCUC and affected agencies on future governance in the region.

**Strategic Area Five**

Develop a program that enhances communication with local agencies and communities.

**Priority:**

1. Enhance existing vehicles and create new ones that promote communication with local agencies and key audiences.

**2019 OC LAFCO Strategic Plan**

*As adopted by the Commission on \_\_\_\_\_, 2019*

2. Develop general talking points for Commissioners on the agency's current strategies and priorities.